



Baton Rouge Police Department

An Evaluation of the
Baton Rouge Police Department
Compensation Plan

Final Report

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INTRODUCTION

The Baton Rouge Police Department (BRPD) and the City of Baton Rouge/East Baton Rouge Parish (City-Parish) engaged SSA Consultants (SSA) to evaluate the BRPD Compensation Plan for approximately 644 officers in sworn officer positions. SSA, a Louisiana-based business management and organizational design consulting firm with experience in similar scopes of work, was selected to conduct the BRPD Compensation Plan Study. SSA was engaged with the approval of the City-Parish Metropolitan Council and consulting activities began in May 2018. In general, SSA's approach to compensation and benefits plan studies includes four key steps:

- Collection of background data;
- Administration of a custom salary survey;
- Job benchmarking and analysis;
- Evaluation of the total compensation package including benefits.

This Study was conducted in two phases. The first phase of the project evaluated the current salary and benefit structure with the following activities.

- Review of the current pay structure and the development of consistency between each of the grades/steps.
- Interviews with a cross section of current, retired, and former BRPD officers and selected EBR government stakeholders.
- Review of the current compensation and benefit package for each job classification, including retirement benefit costs.
- Assessment of each job classification in relation to comparable classifications within the private and public sectors, to determine the minimum compensation and benefit package for each job classification.

The second phase of the Study focused on formulating a salary and benefit structure to ensure that the BRPD is an employer of choice. Activities included:

- Identification of potential compensation issues and recommendations;
- Development of externally competitive and internally equitable salary recommendations for each position;
- Calculation of the estimated total cost for BRPD to move officers who are below the market range to the market minimum; and
- Preparation of a report with the evaluation and recommendations for implementation.

This report constitutes the final deliverable of the project. It includes SSA's findings and recommendations, along with a discussion of methodology, techniques, and data used to develop the findings and recommendations.

METHODOLOGY

To achieve the objectives established in the proposal, the first part of the Study evaluated the current salary and benefit structure through the following activities.

- Review of the current pay structure and the development of consistency between each of the grades/steps.
- Interviews with a cross section of current, retired, and former BRPD officers, and selected EBR government stakeholders.
- Review of the current compensation and benefit package for each job classification, including retirement benefit costs.
- Assessment of each job classification in relation to comparable classifications within the private and public sectors to determine the minimum compensation and benefit package for each job classification.

The project began with three key steps: 1) data request; 2) benefits review and analysis; and 3) job description review and comparative match. This section of the report provides a description of each step.

Data Request

To begin the project, SSA collected background data from BRPD to understand the current compensation and benefit plan and its structure. The data request included organization charts and the table of organization, job descriptions, current pay plan and benefit information, manuals or documents describing pay policies, and contact information of key leaders and other staff vital to the accuracy of information and the success of this project.

Benefits Review and Analysis

Next, SSA reviewed the benefit packages offered to BRPD officers. The benefit packages review included the typical range of benefits offered by employers, including annual leave, sick leave, health insurance, and retirement. SSA compared the benefit packages offered by BRPD to other regional and comparable law enforcement organizations.

Job Description Review and Comparative Match

BRPD provided SSA with current job descriptions for each position. Each job description was assessed and matched to a custom salary survey sent to comparable law enforcement organizations. The BRPD salary range and midpoint for each position was then matched to the comparable regional market-based range and midpoint.

This was reviewed by BRPD and City-Parish leadership, department directors, and key Human Resources personnel. The ranges for the market were calculated utilizing the regional competitor values with correction and removal of outlying wages, both the highest and the lowest. The calculations were based on the minimum salary of each department's provided ranges. Any supplemental pay received by the officers was also removed from consideration. The Louisiana State Police do not receive any state supplemental pay, thus their base salary is represented, as is current in their pay scale.

The calculations are represented within the following table. The departments included for consideration in market value were the New Orleans Police Department, Louisiana State Police, Gonzales Police Department, and East Baton Rouge Sherriff's Office. Several other police departments are included in this report as reference but were not used for calculations. These police departments are: St. Tammany Parish Sheriff's Office; the Louisiana State University Police; Knoxville, Tennessee; Corpus Christi, Texas; Arlington, Texas; and Irving, Texas.

Updated Officer Salary Range Minimums

Figure 1 outlines how the salary range minimums would change if the recommendation to increase minimum pay (entry level in most cases) by the percentage below market for each position with implementation. The notable exception is for the Deputy Chief position, which to maintain internal equity, has a higher proposed minimum than the market valuation. All the market data for these calculations are contained in **Figure 2** which details each position's regional market value based on collected data.

Figure 1. Updated Officer Salary Range Minimums

Position	BRPD Current Minimum	Proposed New Minimum	Incremental Dollar Increase
Officer	\$38,979	\$50,173	\$11,195
Sergeant	\$42,164	\$59,210	\$17,046
Lieutenant	\$57,198	\$66,260	\$9,062
Captain	\$61,293	\$73,481	\$12,188
Major	\$65,441	\$88,835	\$23,394
Deputy Chief	\$70,092	\$93,486	\$23,394
Chief	\$93,510	\$122,592	\$29,082

Comparative Salary Range Analysis

This section of the report presents the salary range analysis which compares the BRPD salary ranges to the market-based salary ranges. **Figure 2** provides a description of the column headers for the Comparative Salary Range Analysis Chart (**Figure 3**). Additionally, **Figures 3** through **7** detail range comparisons between the BRPD sworn officer positions and the comparative peer group.

Figure 2. Description of Comparative Salary Range Analysis Charts

Column Name	Column Description
Position	BRPD job position title
BRPD Current Minimum	BRPD minimum salary for each position
BRPD Current Maximum	BRPD maximum salary for each position
Regional Average Minimum	Average minimum of the salary ranges for regional competitors
Regional Average Maximum	Average maximum of the salary ranges for regional competitors
Percent Difference from BRPD Minimum	Demonstrates how much lower BRPD's minimum is versus the regional average
Officers Currently in Position	Number of officers currently serving in each specified position

Figure 3. Comparative Salary Range Analysis Chart

Position	BRPD Current Minimum	BRPD Current Maximum	Regional Average Minimum	Regional Average Maximum	Percent Difference from BRPD Minimum	Officers Currently in Position
Officer	\$38,979	\$60,507	\$50,173	\$77,768	<29%>	434
Sergeant	\$42,164	\$67,567	\$59,210	\$89,369	<40%>	119
Lieutenant	\$57,198	\$72,802	\$66,260	\$97,306	<16%>	55
Captain	\$61,293	\$78,012	\$73,481	\$106,887	<20%>	31
Major	\$65,441	\$83,188	\$88,835	\$125,696	<36%>	1
Deputy Chief	\$70,092	\$101,735	\$75,266	\$123,858	<7%>	3
Chief	\$93,510	\$151,510	\$122,592	\$159,280	<31%>	1

Figure 4. BRPD Officer Compared to Peer Group

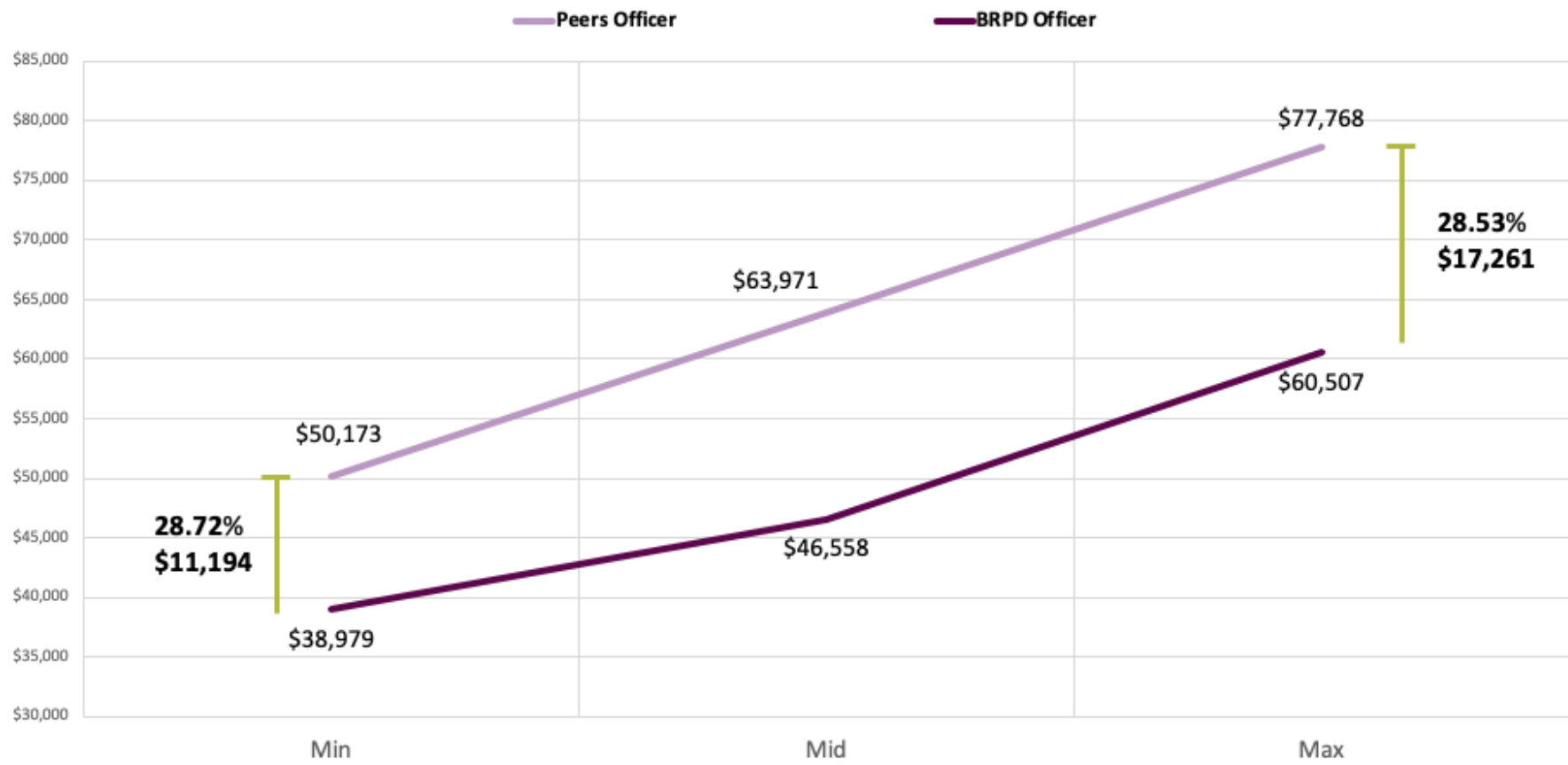


Figure 5. BRPD Sergeant Compared to Peer Group

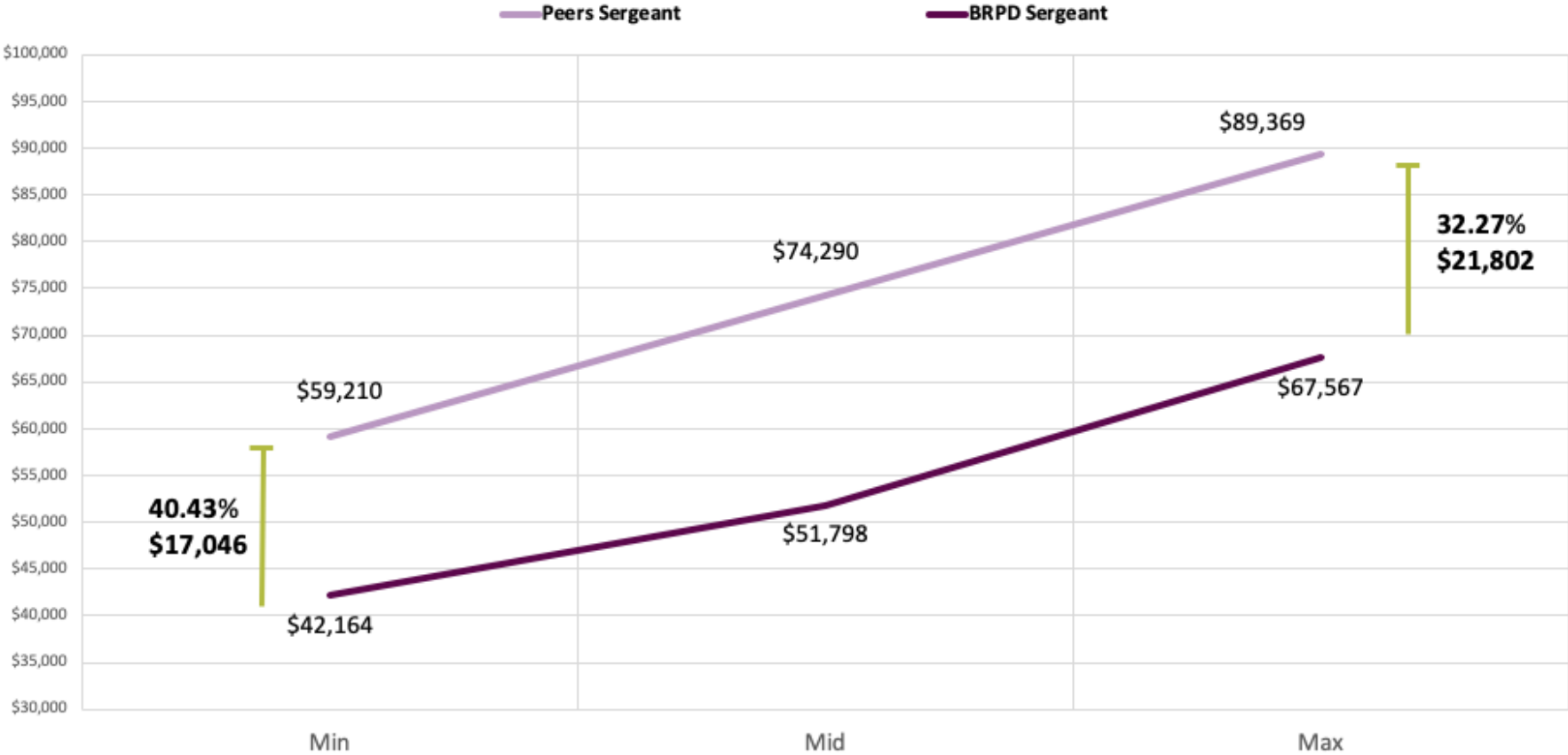


Figure 6. BRPD Lieutenant Compared to Peer Group

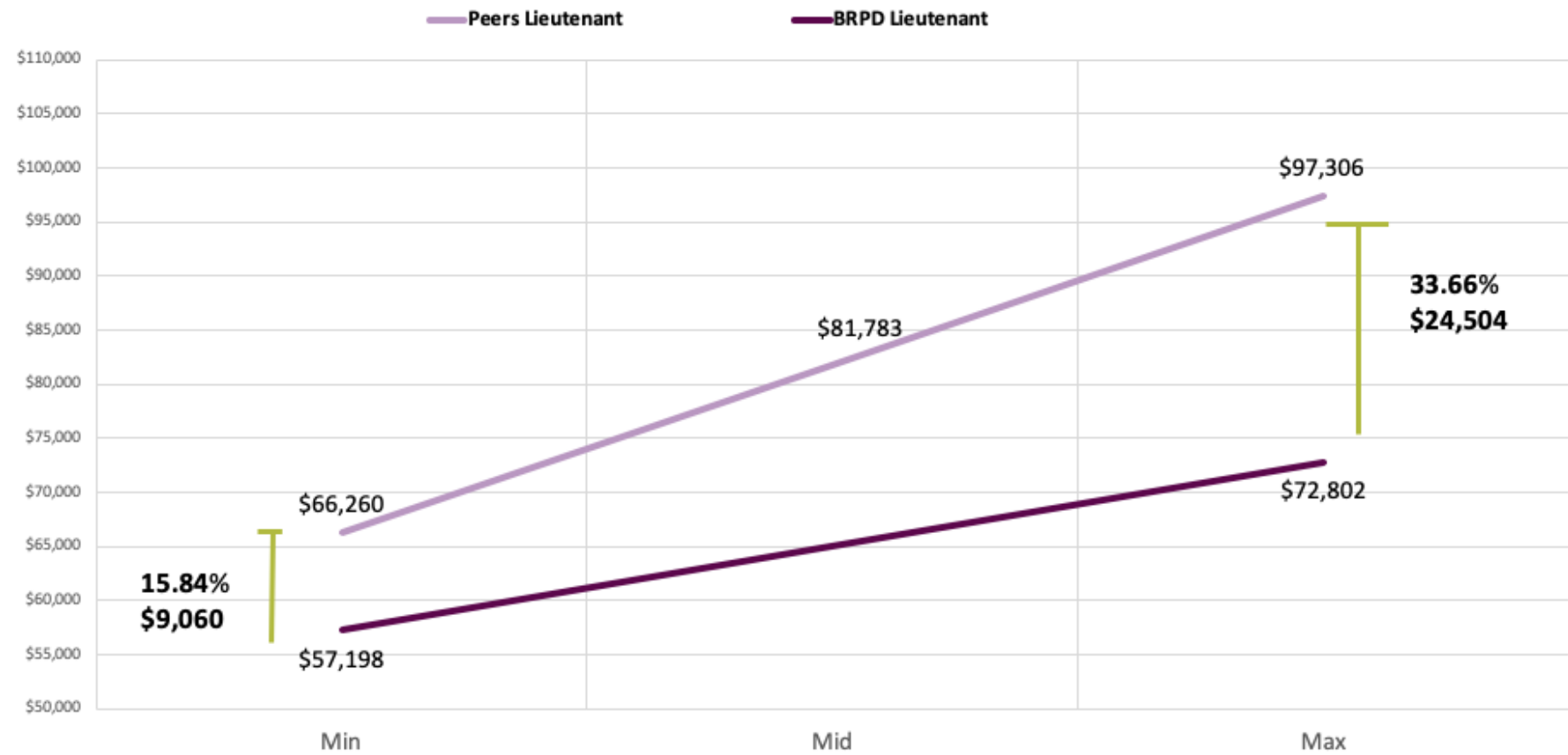
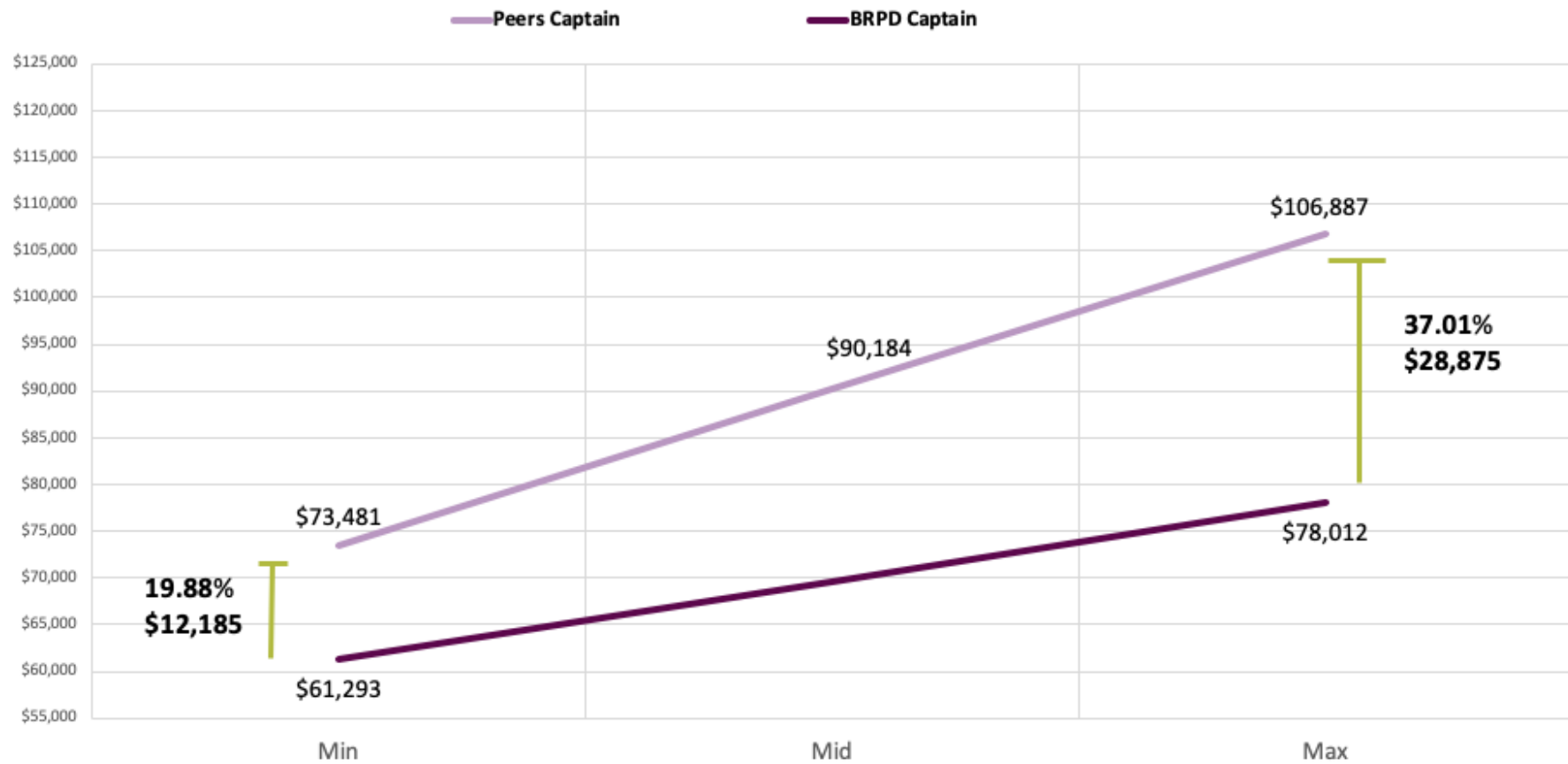


Figure 7. BRPD Captain Compared to Peer Group



FINDINGS, COST ANALYSIS, & OBSERVATIONS

The second phase of the project focused on providing recommendations to formulate a salary and benefit structure that would ensure the BRPD remains an employer of choice. Activities in this phase included:

- Identification of potential compensation issues and recommendations;
- Development of externally competitive and internally equitable salary recommendations for each position;
- Calculation of the estimated total cost for BRPD to move officers who are below the market range to the market minimum; and
- Preparation of a report with the findings and recommendations for implementation.

Comparative Salary Range Analysis Findings

The comparative salary range analysis is provided in the previous section of this report in **Figure 2**. The following are findings based on this analysis of the sworn officer positions with approximately 644 incumbents.

- The comparative salary range analysis indicates all of the BRPD sworn officer positions' salary ranges (minimum and maximum) fall below the market-based range. This does not mean that any individual officer is necessarily paid below the minimum; rather, this analysis is based strictly on range comparisons. Because many organizations hire at or near the minimum, BRPD may find it difficult to attract qualified officers unless the market range minimums are adjusted.
- On April 4, 2015, longevity was incorporated into the revised pay plan and all full-time officers received a 2% increase.
- The BRPD should periodically review the current salary ranges and adjust the ranges to maintain equity with the market.
- The last general salary adjustment occurred in 2015.

Total Compensation Cost Analysis Estimates Based on 2018 Data

The estimated total cost to bring BRPD sworn officers up to market competitive rates is **\$21,421,281.15**.¹ The estimated BRPD total compensation cost was calculated using the current total payroll costs and additional benefit (healthcare and retirement) load based on estimates provided by the City-Parish. The calculation includes raising all current officers to market competitive salaries (**Figure 1**), combined with the commensurate additional retirement costs (32.25% plus additional 16.1%) and current healthcare benefits load. The BRPD leadership has committed to examine departmental operations to identify potential efficiencies which may help offset the total additional revenue needed for the City-Parish to commit to providing raises.

Figure 8. BRPD Estimated Total Compensation Cost to Attain Market Competitiveness

BRPD Estimated Total Compensation Cost to Attain Market Competitiveness	
Current BRPD Payroll Cost	\$49,352,775.59
Estimated BRPD Payroll Cost to Attain Market Competitiveness	\$63,939,960.58
Salary Increases Needed to Attain Market Competitiveness	\$14,587,184.99
Total Compensation Increases Including Additional MPERS Retirement and Healthcare Benefits Load (Excluding PGT)²	\$21,421,281.15

¹ These calculations are based on currently available data (2018) and estimates provided by the City-Parish. When the decision is made to provide raises, further analysis will be needed to determine the actual total compensation cost at that time. All salary increases must be considered as only one part of a total compensation package with special consideration given to the Police Guarantee Trust (PGT) and its commensurate impact on related liabilities that must be borne by the City-Parish.

² This estimate does not include the Police Guarantee Trust (PGT) liabilities that would be associated with salary increases for certain sworn officers.

Figure 8 (cont.). BRPD Detailed Breakdown by Position Based on 2018 Data – Salary Only

BRPD Detailed Breakdown By Position Based on 2018 Data – Salary Only			
Title	Number of Incumbents	Variance from Market Pay	Estimated Total Salary Cost Only
Officer	434	29%	\$45,675,835.88
Sergeant	119	40%	\$11,504,813.06
Lieutenant	55	16%	\$4,516,450.16
Captain	31	20%	\$1,715,759.11
Major	1	11%	\$453,102.36
Deputy Chief	3	37%	
Chief	1	31%	

Regional Snapshot of Law Enforcement Agencies Starting Salaries Including State Supplemental Pay

Figure 9 details the collected data from the custom salary survey SSA provided to the various regional organizations. All Louisiana-based law enforcement agencies which receive state supplemental pay are included as such. Of this collected data, the City of New Orleans Police Department (NOPD), Louisiana State Police (LSP), the City of Gonzales Police Department (Gonzales PD), and the East Baton Rouge Sheriff's Office (EBRSO) were used for market calculations. The other police departments in **Figure 9** are included for reference – St. Tammany Parish Sheriff's Office (St. Tammany); the Louisiana State University Police (LSU Police); Knoxville, Tennessee (Knoxville); Corpus Christi, Texas (Corpus Christi); Irving, Texas (Irving); and Arlington, Texas (Arlington). On **Figure 9**, "----" indicates that information was unavailable and "PDM" indicates pay determined by the Mayor.

Figure 9. Regional Law Enforcement Starting Salaries

Agency	BRPD	NOPD	LSP	Gonzales PD	EBRSO	St. Tammany	LSU Police	Knoxville	Corpus Christi	Irving	Arlington
Officer	\$38,979	\$52,885	\$50,932	\$51,323	\$45,553	\$40,800	\$37,717	\$37,137	\$51,384	\$62,076	\$65,101
Sergeant	\$42,164	\$70,759	\$56,279	\$61,099	\$48,702	\$49,094	\$44,858	\$50,150	-----	\$88,152	\$86,828
Lieutenant	\$57,198	\$84,024	\$62,189	\$66,736	\$52,092	\$52,375	\$50,474	\$58,183	\$78,120	\$101,796	-----
Captain	\$61,293	\$95,449	\$70,780	\$69,772	\$57,922	\$66,277	\$56,926	\$67,193	-----	\$116,112	-----
Major	\$65,441	\$112,440	\$75,735	-----	\$78,331	\$74,315	\$64,318	-----	-----	-----	-----
Deputy Chief	\$70,092	\$120,678	-----	\$76,324	\$104,061	-----	-----	\$81,750	\$87,495	\$134,892	\$88,779
Chief	\$93,510	\$149,412	-----	\$95,772	-----	-----	-----	PDM	\$96,463	PDM	\$124,317

Peer Agency Snapshot of Law Enforcement Maximums Including \$6,000 State Supplemental Pay

Figure 10 presents a peer agency snapshot of law enforcement agencies collected data from the custom salary survey provided by SSA to the various regional organizations. Of this collected data, the City of New Orleans Police Department (NOPD), Louisiana State Police (LSP), the East Baton Rouge Sherriff's Office (EBRSO), and the City of Gonzales Police Department (Gonzales PD) were used for market calculations. On **Figure 10**, "-----" indicates no information provided and an "*" indicates a department which receives state supplemental pay and is included in the figure presented.

Figure 10. Peer Law Enforcement Salary Maximums

Position	BRPD*	NOPD*	LSP	EBRSO*	Gonzales PD*	Peer Average
Officer	\$60,507	\$75,771	\$94,748	\$73,775	\$66,777	\$77,768
Sergeant	\$67,567	\$93,254	\$104,697	\$79,645	\$79,881	\$89,369
Lieutenant	\$72,802	\$100,006	\$115,690	\$86,077	\$87,452	\$97,306
Captain	\$78,012	\$107,280	\$131,672	\$97,025	\$91,571	\$106,887
Major	\$83,188	\$112,440	\$140,890	\$123,759	-----	\$125,696
Deputy Chief	\$101,735	\$151,206	-----	\$142,225	\$100,265	\$123,858
Chief	\$151,510	\$192,252	-----	-----	\$126,307	\$159,280

Regional Snapshot of Law Enforcement Agencies Salary Ranges

Figure 11 presents a regional snapshot of law enforcement agencies collected data from the custom salary survey provided by SSA to the various regional organizations. Of this collected data, the City of New Orleans Police Department (NOPD), Louisiana State Police (LSP), the City of Gonzales Police Department (Gonzales PD), and the East Baton Rouge Sherriff's Office (EBRSO) were used for market calculations. The other police departments in **Figure 11** are included for reference – St. Tammany Parish Sherriff's Office (St. Tammany); the Louisiana State University Police (LSU Police); Knoxville, Tennessee (Knoxville); Corpus Christi, Texas (Corpus Christi); Irving, Texas (Irving); and Arlington, Texas (Arlington). On **Figure 11**, "-----" indicates no information provided and "PDM" indicates pay determined by the mayor.

Figure 11. Regional Law Enforcement Salary Ranges

Salary Range	BRPD		NOPD		LSP		Gonzales PD	
	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
Officer	\$38,979	\$60,507	\$52,885	\$75,771	\$50,932	\$94,748	\$51,323	\$66,777
Sergeant	\$42,164	\$67,567	\$70,759	\$93,254	\$56,279	\$104,697	\$61,099	\$79,881
Lieutenant	\$57,198	\$72,802	\$84,024	\$100,006	\$62,189	\$115,690	\$66,736	\$87,452
Captain	\$61,293	\$78,012	\$95,449	\$107,280	\$70,780	\$131,672	\$69,772	\$91,571
Major	\$65,441	\$83,188	\$112,440	\$112,440	\$75,735	\$140,890	-----	-----
Deputy Chief	\$70,092	\$101,735	\$120,678	\$151,206	-----	-----	\$76,324	\$100,265
Chief	\$93,510	\$151,510	\$149,412	\$192,252	-----	-----	\$95,772	\$126,307

Figure 11 (cont.). Regional Law Enforcement Salary Ranges

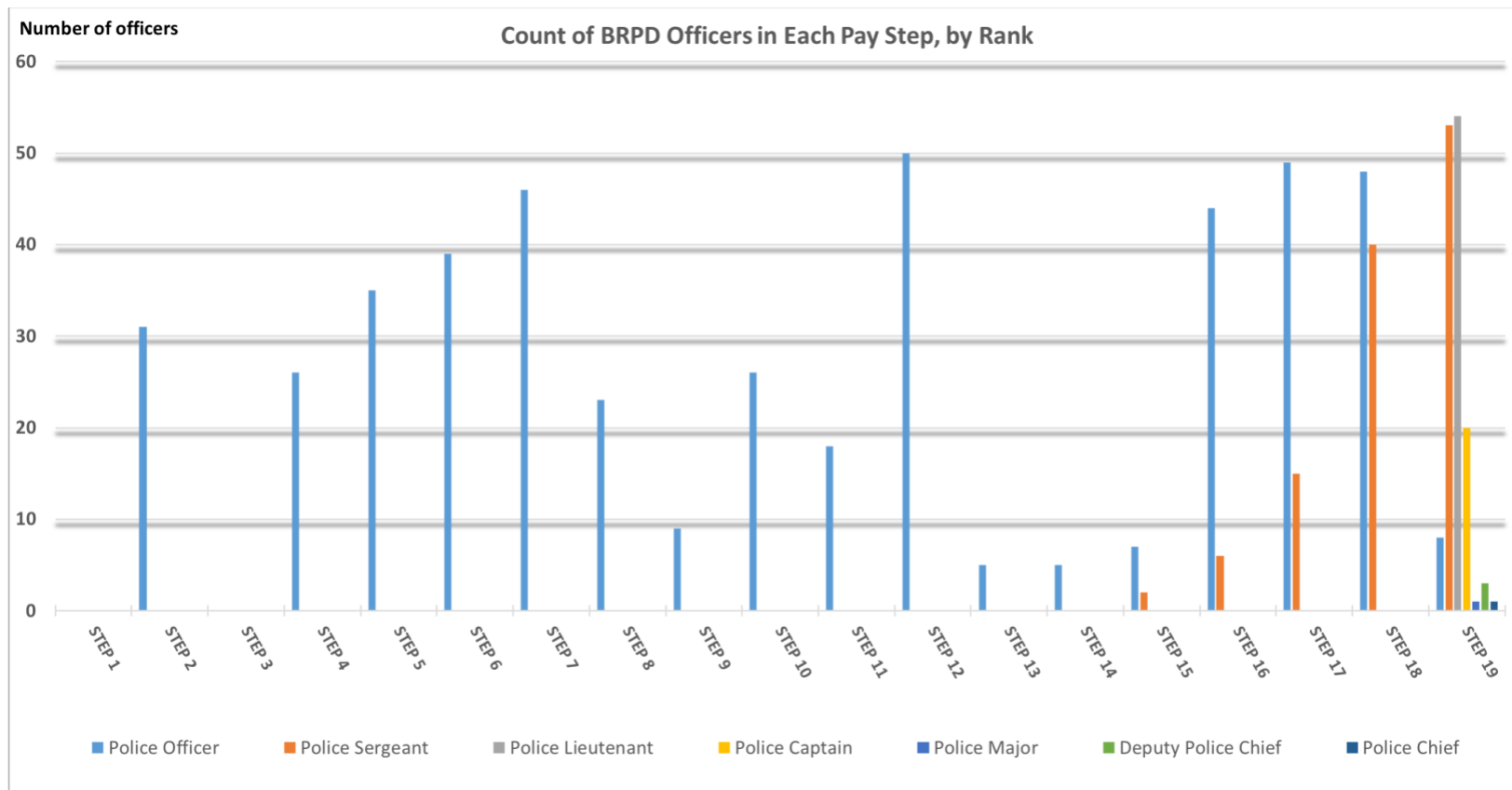
Salary Range	EBRSO		St. Tammany		LSU Police		Knoxville	
	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
Officer	\$45,553	\$73,775	\$40,800	\$49,460	\$37,717	\$60,330	\$37,137	\$50,135
Sergeant	\$48,702	\$79,645	\$49,094	\$62,844	\$44,858	\$72,565	\$50,150	\$69,207
Lieutenant	\$52,092	\$86,077	\$52,375	-----	\$50,474	\$82,212	\$58,183	\$82,037
Captain	\$57,922	\$97,025	\$66,277	\$74,198	\$56,926	\$93,258	\$67,193	\$96,086
Major	\$78,331	\$123,759	\$74,315	\$83,292	\$64,318	\$105,911	-----	-----
Deputy Chief	\$104,061	\$142,225	-----	-----	-----	-----	\$81,750	\$119,355
Chief	-----	-----	-----	-----	-----	-----	PDM	

Salary Range	Corpus Christi		Irving		Arlington	
	MIN	MAX	MIN	MAX	MIN	MAX
Officer	\$51,384	\$62,856	\$62,076	\$83,160	\$65,101	\$83,114
Sergeant	-----	-----	\$88,152	\$97,176	\$86,828	\$95,728
Lieutenant	\$78,120	\$88,368	\$101,796	\$112,224	\$102,354	\$107,472
Captain	\$90,132	\$95,268	\$116,112	\$127,992	-----	-----
Major	-----	-----	-----	-----	-----	-----
Deputy Chief	\$87,495	\$143,370	\$134,892	\$148,716	\$88,779	\$133,168
Chief	\$96,463	\$158,066	PDM		\$124,317	\$205,000

Officer Step Plan Spread

Figure 12 shows where each sworn officer is within their paygrade's step plan. This illustration demonstrates how officers above the rank of Officer are near or at the top of their respective pay ranges. The longevity based progression plan utilized by the BRPD causes this to occur and puts upward pressure on the ranges for sworn officer positions of Sergeant and above. By the time an Officer receives a promotion to the rank of Sergeant, they are placed at the top of their paygrade and can expect to only receive a few additional salary increases during their tenure in that rank.

Figure 12. Officer Pay Step by Rank



Overtime Observations and Analysis

Overtime is available to officers in the BRPD. Certain categories of overtime are eligible to be included in calculations of salary for retirement benefits which makes it attractive for officers – some take advantage of various opportunities, others do not. The only limit on overtime is 16 total hours worked per day. There is no total limit on weekly, monthly, or yearly overtime.

Some police departments across the nation do restrict overtime due to fatigue issues, but it does not seem to be a common practice. A typical example of overtime policies is demonstrated by the following perspective from a police department in the Norfolk, Virginia region.

“Norfolk officers can work up to 17 hours in a 24-hour period, and in Suffolk and Portsmouth, officers are limited to 16 hours a day. In Norfolk, an officer can work up to 20 hours of overtime in a regular work week but also can work during days off, said Randy Brann, president of the Norfolk police union. ‘If you don’t have a life, you can definitely work a lot of extra hours,’ Brann said. ‘I’ve done it myself.’ Chesapeake and Virginia Beach do not set limits on the length of a shift. In Chesapeake, supervisors start to monitor officers once they hit 12 hours, but in Virginia Beach, there is no policy. Instead, supervisors look for what Cervera called the ‘fatigue factor.’ Virginia Beach now is developing a policy on work limits, Cervera said. Virginia Beach offers voluntary overtime on a first-come, first-served basis.”³

However, it is not common to limit overtime and extra duty in police departments. In a recent article in *Governing* magazine said, “Only a third of law enforcement agencies in the most recent federal Law Enforcement Management and Administrative Statistics survey reported limiting how many overtime hours sworn personnel could work, and barely half placed a ceiling on off-duty employment.”⁴

The New Orleans Police Department does have some limits, as indicated in NOPD Policies.

“An officer’s work hours are limited as follows:

(a) Officers shall not work more than 16 hours and 35 minutes in a 24-hour period.

³ *The Virginian-Pilot*, PilotOnline.com, https://pilotonline.com/news/government/local/article_7097e50a-6ee4-5b71-a084-b1258ad1911f.html, March 9, 2014.

⁴ Maciag, Mike (October 2017). “The Alarming Consequences of Police Working Overtime”, *Governing: The States and Localities*. Available online: <https://www.governing.com/topics/public-justice-safety/gov-police-officers-overworked-cops.html>.

(b) Officers shall not work more than 24 hours of overtime per week, Sunday through Saturday. Up to 32 hours of overtime may be worked per week with the permission of the officer's Deputy Chief."⁵

Within BRPD, overtime is defined as all of the hours that a police officer works over their full 40-hour work week. This overtime is paid at 1.5 times the hourly rate of an officer's hourly salary or overtime can be turned into comp time for up to 480 hours. Overtime may not be worked while using sick days, except during emergencies when the Police Chief institutes mandatory overtime. During mandatory overtime, all officers on sick leave are asked to come in and are paid at the 1.5 rate of overtime, as well as all officers who have already completed their 40 hours for the week. These specifications have come from the Police Union Contract Article XVI.

According to the City-Parish Open Data site, the average hours of overtime worked by officers for 2017 was 287 hours per year, and the average extra salary earned for that overtime was \$12,277.⁶ **Figure 13** shows the breakdown of overtime hours for 2017.

Figure 13. 2017 Overtime Hours Analysis

Number of Officers	Hours Worked	Percentage of Officers
565	1-550	87.3%
75	551-1100	10.7%
17	1101-1550	1.2%
4	1551-2050	0.5%
1	2051-2500	0.2%
0	>2501	0%

⁵ New Orleans Police Department Policies, Chapter 13.15 page 2, effective January 14, 2018.

⁶ Open Data BR, <https://data.brla.gov/>.

This amount of overtime has indicated two potential problems. The first is the mental and physical toll the long hours have put on officers making it more difficult for officers to do their jobs properly. The second is the overextending economic drain of overtime payments for officers on the Department's fixed budget. The amount of overtime, taken by officers to complement their low salary, is large and difficult for the BRPD to adequately keep up within their current budget.

For officers hired before 2000, overtime is/will be calculated in their retirement funds. For officers hired after 2000, however, under the renegotiated Municipal Police Employees Retirement System (MPERS), overtime is no longer calculated into officers' retirement funds, except for very specific programs. The largest majority of these special retirement-eligible programs are available through the BRPD Traffic Division. This focus in the Traffic Division may lead to a disproportionate flow of overtime opportunities for the entire BRPD.

Additionally, the BRPD and the City-Parish do not actively collect fees and dues from many special events throughout the City-Parish including various fundraisers, runs, and parades. The City-Parish had a policy in the past of waiving dues for every subsequent year following the inaugural event. These special events take up a large portion of the overtime for which the BRPD is responsible. Many other law enforcement agencies pursue an extra duty relationship which requires officers to be paid directly by the event organizers and removes any overtime or additional funding considerations from the department. Essentially, the BRPD is subsidizing the cost of the special events around the City-Parish which is placing an undue burden on BRPD's budgetary responsibilities.

Extra Duty Observations and Analysis

Extra duties are jobs which are offered and paid for by private companies for officers to patrol and protect their business. These jobs offer a substantially higher hourly rate than an officer's base salary, ranging between \$30 to \$60 dollars per hour. An officer who wants to work an extra duty detail must be approved by the Police Chief and meet certain requirements. The requirements for extra duty detail are as follows: the officer must be employed full-time, must be in good standing, must not be on any sort of behavioral or long-term leave, may not work more than 16 hours in a day, must have served at least one year of active police duty, and must have use of a functioning police vehicle.

The Extra Duty Coordination Office handles the extra duty detail requests. If the business requesting a detail does not have a specific officer they would like to request, the jobs are handed out on a first-come, first-served basis. However, in practice, businesses often already have a

previous contact for extra duty assignments, and the detail is assigned to the requested officer. Often, it is the younger officers working extra duties because it pays a larger hourly salary than overtime work and older officers opt for overtime because of the retirement benefits.

The extra duty hours do not count toward BRPD retirement calculations. The extra duties, because they are not subject to the BRPD's budget, are taxed as a small self-employed business using a 1099 tax form. Typically, low salaries are referred as the main reason officers work overtime and extra duty.

As shown in **Figure 14**, of the 545 officers who worked extra duty in 2017, 51 officers (9.4%) worked more than 1,000 hours in extra duty.

Figure 14. BRPD Extra Duty Assignments 2017

Number of Officers	Hours Worked	Percentage of Total Officers
120	1-100 hours	22.0%
221	101-500 hours	40.6%
153	501-1000 hours	28.1%
48	1001-2000 hours	8.8%
3	>2000 hours	0.6%

Turnover Analysis

Currently, the BRPD is not experiencing higher than usual turnover rates. SSA analyzed turnover rates from 2012 through 2018 and found that the Department has done an exceptional job at retaining officers throughout this time period. Many interviewees noted they enjoyed working for BRPD and very much liked the variety of opportunities for specialization present in the BRPD. They also stated a shared sense of comradery with their fellow officers incentivized remaining with BRPD. In order to maintain this high degree of retention, the BRPD must continue to invest in their officers and reduce opportunities which may lead to increasing rates. By raising the compensation of officers to match the regional average, BRPD may address many of the concerns raised by officers during interviews related to pay.

Figure 15. Turnover Rates from 2012 through 2018

Year	Resignations	Retirement	Terminations	Total Turnover
2012	1.4%	2.1%	0.2%	3.8%
2013	2.9%	3.5%	0.2%	6.7 %
2014	2.6%	2.3%	0.2%	5.3%
2015	3.9%	3.8%	0.2%	8.0%
2016	4.5%	2.9%	0.2%	7.7%
2017	2.5%	3.9%	0.1%	6.5%
2018*	3.8%	2.6%	0.4%	6.8%

*through November 30, 2018

Vehicles

The BRPD offers their officers the benefit of a take-home vehicle. The officers are allowed to drive to and from work in their vehicle with gas and insurance expenses covered by BRPD. Several different types of vehicles are used, such as Dodge Chargers, Chevy Impalas, and Chevy Tahoes. These cars are to be replaced every three years in accordance to the National Police Accreditation Board. The take-home car is often considered one of the most attractive benefits offered by BRPD.

Officers have noticed a steep decline in the quality of the police vehicles over the past 10 to 15 years. The vehicles have not been replaced to the National Police Accreditation Board's protocol due to budgetary restraints, and the cars have become old and neglected with mechanical failures occurring often. Officers reported the police cars often need maintenance requiring the officers to spend hours of their off-duty time at the Central Garage waiting for their vehicles.

The supervisors interviewed stated that some of their officers spent their own money at private mechanics in order to fix their vehicle or provide an oil change, rather than wait for the Central Garage. Officers view vehicles to be very unprofessional when arriving to a scene with squeaking breaks and a shuddering car. Some officers noted they were embarrassed by the condition of their vehicles and were worried about how this issue may be diminishing people's faith in the police. Having vehicles in poor condition may contribute to increasing turnover as vehicle conditions continue to decline.

As of the end of 2018, the BRPD has made a sizeable investment in updating many of its vehicles. The Department has purchased 115 new vehicles of which over 70 have been delivered and are in use by BRPD. For 2019, \$2 Million has been appropriated for further upgrading and purchasing new vehicles. In addition, BRPD has begun the process of leasing a variety of unmarked vehicles in a new program to mitigate the cost of continuously purchasing, maintaining, and updating vehicles. By leasing non-pursuit vehicles, the BRPD can establish a much more cost-effective policy with regard to maintenance and replacement of vehicles. The Department has allocated \$500,000 for the leasing of vehicles in 2019.

Staffing Levels

Currently, the BRPD employs a staffing level determined by a budgetary allotment provided by the Baton Rouge Metropolitan Council. This is one of a few nationally recognized and utilized practices for determining police department staffing levels. The BRPD requested SSA compile an overview of the various methods for determining staff levels of police departments across the nation.

The average number of police officers per 10,000 population of a jurisdiction with a total population between 200,000 and 500,000 is 18.7. The total average personnel per 10,000 population of the same sized jurisdiction is 24.5. The BRPD currently has 28.1 officers per 10,000 population. This is about nine officers higher than the national average for jurisdictions of a similar size. For perspective, the City of New Orleans has 29.5 officers per 10,000 population. However, the per capita approach does not consider many other factors which can impact staffing levels.

According to the ICMA Center for Public Safety Management, there are five nationally utilized practices for determining police department staffing levels.⁷ Each approach has its positives and negatives which should be considered as part of the staffing level discussion. The first is based on crime trends and statistics. By tying the staffing level directly to crime level, a police department may always have an appropriate number of officers for the environment in which they work. However, this practice has fallen out of favor as some departments have determined the practice may be incentivizing poor performance, and with a higher crime rate, the police department is afforded more budgetary leeway and officers. There is also disagreement on which types of crime levels to base it – for example, violent crimes vs. homicide rates vs. overall crime rate.

The second approach involves setting the department staffing level on an accepted total population per capita basis. This involves taking a national, or regional average, and applying it to the staffing level of the department. This is an easily defensible plan; however, there are some negatives. Not all cities have the same crime rates. The per capita ratio may be difficult to track, especially with cities which have large daytime commuter or tourist populations. Also, the tax collection rate and budgetary alignments are not the same from city to city, even for those with similar population sizes.

⁷ McCabe, J. (2013). “An analysis of police department staffing: How many officers do you really need”. *ICMA Center for Public Safety Management. Washington: ICMA.*

The minimum-manning level staffing approach involves predetermining the minimum number of officers to patrol certain districts across the area and adhering to the determined levels for a given period of time. This is a very stable approach to staffing levels and can provide a level of continuity for officers which may be beneficial. Some negatives associated with this plan include a certain amount of rigidity which can hinder a department's ability to respond to varying levels of crime rates over time, and the institution of the initial staffing levels are often difficult to determine.

Authorized budget level staffing methods are the most common among police departments. This provides an extremely stable method for determining tax payer cost and preventing potentially unnecessary expenses. This plan can be highly political, as often budgetary allotments are determined by a council or mayor. The political nature of this method can make it very difficult to actually staff a police department appropriately for the crime and population of an area.

A newer method of determining department staffing levels is based off of the total workload of each officer. This is typically determined by call load and services used. According to the ICMA (which is a strong advocate of this approach), most departments use what is called the "Rule of 60" which states that at least 60% of a department's officers should be patrol based and no more than 60% of patrol time should be saturated by workload demands from the community. This staffing method may be difficult and time consuming to implement as it requires a detailed analysis of time spent by each individual officer and organizing the data on a macro scale. This method also requires a department to be continuously monitoring time spent by officers, which may add overhead.

SSA cannot determine which of these methods is currently best suited for the BRPD; however, SSA strongly recommends the Department further investigate these approaches to determine best fit for the Department and viability of implementation.

Comparative Benefit Package Analysis

SSA reviewed BRPD's benefit package which includes annual leave, sick leave, health insurance, retirement, and other benefits.

Annual Leave Policy

Figure 16 depicts the BRPD current annual leave system which allows for the accumulation of annual leave days earned. Currently, the City-Parish is carrying a large liability in annual and sick leave by officers hired prior to the last renegotiation of the Police Union Contract. These officers are dwindling in number and will eventually matriculate out of the force, thus reducing the overall liability the City-Parish is responsible for carrying. The BRPD offers a favorable leave policy compared to other agencies and is fortunate to be able to offer this benefit at its current rate to officers.

Figure 16. BRPD Annual Leave

Years of Service	Total Annual Leave Hours Earned Per Year (8-hour Days)	Total Annual 10-Hour Days Earned Per Year
Less than 3 years	96 hours (12 days)	9.6
3 – 4 years	120 hours (15 days)	12.0
5 – 9 years	144 hours (18 days)	14.4
10 – 14 years	168 hours (21 days)	16.8
15 or more years	192 hours (24 days)	19.2

Figure 16 Note:

Data from 2016 Police Union Contract page 16. Calculated to eight-hour days for comparisons to other organizations.

Figure 17 compares BRPD to regional and similar-sized peer group for the Annual Leave accumulation by years of service with the comparison group defined as New Orleans Police Department (NOPD), Louisiana State Police (LSP), Gonzales Police Department (Gonzales PD), East Baton Rouge Sheriff's Office (EBRSO), Corpus Christi, Texas Police Department (Corpus Christi), and Irving, Texas Police Department (Irving). As shown, BRPD's annual leave is favorable to its regional peer group. BRPD sworn officers have access to more leave earlier in their careers compared to other departments.

Figure 17. Annual Leave Comparison – BRPD to Regional and Similar-Sized Peers

Annual Leave Total Annual (8-hour) Days Earned Per Year													
Years of Service	BRPD	Years of Service	NOPD	Years of Service	LSP	Years of Service	Gonzales PD	Years of Service	EBRSO	Years of Service	Corpus Christi	Years of Service	Irving
0 to 3	12	0 to 2	13	0 to 3	12	1 to 7	10	0 to 5	26*	0 to 16	15	0 to 8	15
3 to 4	15	3 to 6	13	4 to 5	15	8 to 14	15	6 to 10	29*	17 to 21	21	9 to 13	17
5 to 9	18	7 to 12	13	6 to 10	18	15+	20	11 to 15	32.5*	22 to 26	25	14 to 18	18
10 to 14	21	13 to 18	13	11 to 15	21	20+	30	15+	36*	26+	30	19 to 23	20
15+	24	19+	13	15+	24							24+	22

Figure 17 Notes:

BRPD: Max vacation accrual is 120 days [960 hours] as per the Police Union Contract.

Gonzales: From Civil Service Fire and Police Rules Police Board, February 17, 2011.

EBRSO: EBRSO Vacation and Sick Leave is combined and tracked together.

Irving: 0-8 years max accumulation of 30 days; 9-13 years max accumulation of 34 days; 14-18 years max accumulation of 36 days; 19-23 years max accumulation of 40 days; 24 years and up max accumulation of 44 days.

Compensatory Time

While on worker's compensation, officers are not able to use any accumulated sick or vacation leave, except for the first seven days after an accident.

Sick Leave Policy

BRPD officers accrue sick leave at a rate of 3.70 hours per pay period totaling 96 hours per year or 12 paid sick days per year. Unused leave rolls over at the end of each year to the following year. Officers begin to accrue sick leave as soon as they are hired; however, they may not utilize accrued sick leave until after the 90-day orientation period. Officers are allowed to accrue up to 480 hours of sick leave. For officers hired prior to April 4, 2015, sick leave has no limit on accrual.

Figure 18 compares the BRPD annual sick leave earned amounts with those of regional and similar-sized peers including New Orleans Police Department (NOPD), Louisiana State Police (LSP), Gonzales Police Department (Gonzales PD), East Baton Rouge Sheriff's Office (EBRSO), Arlington, Texas Police Department (Arlington), and Irving, Texas Police Department (Irving).

Figure 18. Sick Leave Comparison – BRPD to Regional and Similar-Sized Peers

Years of Service	Sick Leave Total Annual (8-hour) Days Earned Per Year						
	BRPD	NOPD	LSP	Gonzales PD	EBRSO	Arlington	Irving
6 months to 3 years	12	13	12	15	26*	15	15
More than 3 years	12	13	15	15	35*	15	15

Figure 18 Notes:

BRPD: Employees hired after April 4, 2015, sick leave shall be earned at an annual accrual rate of 96 hours per year. Employees shall be allowed to accrue and carry over to the following year a maximum of 480 hours of sick leave.

EBRSO: EBRSO Vacation and Sick Leave is combined and tracked together.

Irving, TX: Unlimited accumulation, upon termination, employee receives pay for up to 90 days accumulation.

Bereavement Leave Policy

BRPD officers receive up to 24 hours off of work with one work day of paid bereavement leave that may be used in the event of a death within the officer's immediate family or 16 hours off of work and one working day paid for the death of a blood relative (grandparents or in-laws). Comparable organizations have similar bereavement leave policies.

BRPD's bereavement offering is comparable to its regional peer group.

Holidays

The BRPD's holiday policy allows officers to observe 11 paid holidays per year. The policy allows for additional holidays to be added at the discretion of the Metro Council.

- | | |
|-------------------------------|----------------------|
| 1. New Year's Day | 7. Labor Day |
| 2. Dr. Martin Luther King Day | 8. Veteran's Day |
| 3. Mardi Gras | 9. Thanksgiving Day |
| 4. Good Friday | 10. Floating Holiday |
| 5. Memorial Day | 11. Christmas Day |
| 6. Independence Day | |

BRPD's holiday policy is comparable to its regional peer group.

Health Insurance

BRPD offers health insurance through BlueCrossBlueShield. The BRPD has three different plans available to officers including an HMO, POS, and HDHP medical plans. Each plan offers varying levels of coverage as well as varying costs for premiums. The HDHP plan offers the opportunity to participate in a Health Savings Account (HSA) which offers additional savings. All covered expenses of the plan are used towards the deductible. Additionally, BRPD offers the opportunity to participate in an Ameriflex Flexible Spending Account (FSA) which is an employer-sponsored program where an officer may pay certain expenses on a pre-tax basis and be reimbursed by the program as those expenses are incurred.

BRPD offers a variety of health insurance options for their officers. However, officers have noted that in recent years, costs have been rising while wages have remained stagnant. There is also a fear among officers that if wages are raised, the cost for health insurance will also rise, thus negating any perceived gains.

Figure 19 compares BRPD's monthly officer contributions, annual deductible, co-insurance, and the annual out-of-pocket maximum to those of regional and similar-sized peers including New Orleans Police Department (NOPD), Louisiana State Police (LSP), Gonzales Police Department (Gonzales PD), East Baton Rouge Sheriff's Office (EBRSO), and Arlington, Texas Police Department (Arlington).

Figure 19. Health Insurance Comparison – BRPD Compared to Regional and Similar-Sized Peers

Health Insurance Plan									
Medical Premium	BRPD HMO Plan	BRPD POS Plan	BRPD HDHP Plan	NOPD	LSP	Gonzales PD	EBRSO	St. Tammany	Arlington
Monthly Employee Contributions									
Employee Only	\$149.96	\$191.02	\$65.98	\$114.46	\$167.72	\$150	\$0	\$0	\$58.54
Employee + Family	\$608.78	\$775.08	\$382.08	\$457.28	\$583.68	\$350	\$522.19	\$795	\$347.76
Annual Deductible (Individual/Family)									
In-Network	\$500/\$1,500	\$500/\$1,500	\$2,000/\$4,000	\$750/\$2,250	\$400/\$1,500	\$750/\$2,250	\$500/\$1,000	\$500/\$1,500	\$1,500/\$3,000
Out-of-Network	No Coverage	\$1,000/\$3,000	\$4,500/\$9,000	No Coverage	\$1,200/\$4,500	\$1,500/\$4,500	\$1,000/\$2,000	\$500/\$1,500	No Coverage
Co-Insurance (Percentage Owed by Employee)									
In-Network	\$25	\$25	0%		0%	20%	20%	20%	20%
Out-of-Network	No Coverage	30%	30%	No Coverage	50%	40%	40%	40%	No Coverage
Annual Out-of-Pocket Maximum (Individual/Family)									
In-Network	\$2,500/\$5,000	\$2,500/\$5,000	\$2,000/\$4,000	\$4,500/\$13,500	\$3,500/No Maximum	\$4,000/\$8,000	\$2,000/\$4,000	\$4,000	\$6,000/\$12,000
Out-of-Network	No Coverage	\$6,000/\$12,000	\$8,500/\$17,000	No Coverage	\$8,500/No Maximum	\$8,000/\$16,000	\$4,000/\$8,000	\$6,000	No Coverage

Figure 20 compares BRPD’s co-payment amounts (for common drug benefit categories) to a group of regional and similar-sized peers including New Orleans Police Department (NOPD), Louisiana State Police (LSP), East Baton Rouge Sheriff’s Office (EBRSO), St. Tammany Parish Sheriff’s Office (St. Tammany), and Arlington, Texas Police Department (Arlington).

Figure 20. Prescription Drug Benefit Comparison – BRPD to Regional and Similar-Sized Peers

Prescription Drug Benefit Co-Pays Retail							
	BRPD HMO/POS Plan	BRPD HDHP Plan	NOPD	LSP	EBRSO	St. Tammany	Arlington
Tier 1 – Generic	\$4	100% after Deductible	\$10	\$5	\$8	\$10	15%
Tier 2 – Preferred	\$30		\$35	\$20	\$35	\$30	25%
Tier 3 – Non- Preferred	\$50		\$70	\$50	\$50	\$50	40%

Retirement

BRPD participates in the Municipal Police Employees' Retirement System of Louisiana (MPERS). Enrollment in the plan is required for all officers who work 27 hours or more per week. Enrollment begins with an officer's hire and requires seven years of enrollment to be vested. Currently, the BRPD's contribution rate is 32.25% for all hired officers prior to January 1, 2013 and the same for Hazardous Duty Members hired after January 1, 2013. The BRPD's contribution rate for all Non-Hazardous Duty members hired after January 1, 2013 is set at 32.25%. The officer contribution rate is set at 8%.

The current retirement plan is in a state of uncertainty for the Department. Historically, "mandatory overtime" has been calculated as income which may be utilized for retirement benefit calculations. However, the definition of mandatory overtime is currently being contested between the BRPD and MPERS. Mandatory overtime, by definition of MPERS regulations, is activated when all police officers, regardless of station, are required to work additional overtime hours in the event of an emergency or catastrophe. The BRPD also has various other types of "mandatory overtime" which do not require the activation of the entire Department's officers.

Historically, the BRPD has calculated the special programs designated as "mandatory overtime" as retirement eligible income. As stated previously, most of the special programs calculated in retirement benefits are administered by the Traffic Division. Officers hired previous to 2000 are not affected by the change in retirement calculations. According to interviewees, as a condition of accepting MPERS as the retirement administration for the BRPD, the Department was promised the special programs, or "mandatory overtime," would still be included in retirement benefit calculations.

Currently, the retirement system is favorable to officers as there are opportunities to gather overtime hours and raise the retirement benefit substantially. This may change in the future pending the final decision between BRPD and MPERS.

The BRPD offers a retirement program which is competitive to its regional peer group. Currently, the program is more favorable than others, but this may change in the future and may need reevaluation.

Compensation Philosophy Considerations

There is significant and growing competition for people with talents and skills in the Gulf Coast region. In this environment, BRPD will be challenged to hire and retain high-quality talent. Demographic surveys also indicate younger workers today are less attracted to the traditional compensation and benefit plans that require entry at relatively low pay and utilize incremental step increases based upon seniority. Demographic surveys show these younger workers expect to change employers (and sometimes careers) numerous times during their working lives. This expectation diminishes the more traditional value that officers have placed on expensive benefit packages that reward employment longevity.

Attracting and retaining talented officers will increasingly require compensation and benefit systems that are more market-based than the traditional public sector model. Market-based compensation and benefit models include greater flexibility of price to the market for skills and experience, reward performance, and offer benefits attractive to the workforce of today and tomorrow.

RECOMMENDATIONS

The following recommendations are provided to the BRPD for consideration.

Recommendation 1: Raise the Sworn Officer Positions Pay Plan

The BRPD should raise the sworn officer position pay plan in accordance with the market data described within this report. This includes providing an increase to the wages of all sworn officers within the pay plan which must be combined with the benefit load and increases in retirement liabilities (including MPERS and the Police Guarantee Trust) to determine total .

Recommendation 2: Bring Incumbents into the Market Range

BRPD should bring the salaries of all incumbents who currently fall below the market minimum into the market ranges. This adjustment will address all incumbents within the pay plan and will also help retain current officers and ensure that new officers in those job classifications receive market competitive pay.

SSA has estimated the total cost for bringing all officers up to the identified rates. The rates have been annualized and combined to provide a total yearly cost for the BRPD.

Total Cost for BRPD (Salary Only)	Total Cost for BRPD (Salary and Benefit Estimate)
\$14,587,185	\$21,421,281

Recommendation 3:

Establish and Adhere to Policies Governing Overtime and Extra Duties

BRPD should evaluate guidelines on the total overtime and extra duty hours officers are allowed to work, pending an increase in total salaries to market competitive rates. Most officers are utilizing overtime and extra duty appropriately, but a number are working over 1,000 extra hours per year. By creating and establishing policies for the utilization of extra duties and overtime, the BRPD can maintain efficiency and effectiveness during their normal working shifts.

Additionally, the BRPD should evaluate how overtime is distributed, specifically “mandatory overtime,” which is eligible for retirement consideration. By ensuring equitable distribution, the BRPD can ensure that overtime is appropriately distributed.

Recommendation 4:

Conduct Market-Based Compensation Review Every Three Years

BRPD should conduct a market-based compensation review every three years to ensure compensation and benefits retain internal equity and external competitiveness.

Recommendation 5:

Continue to Improve Vehicle Conditions

The BRPD should continue to invest and improve the quality and reliability of the vehicles available to officers. The BRPD should commit to regular improvement cycles to mitigate any future issues. These issues affect the ability of officers to perform their duties effectively and the overall quality of the force’s mobility. Eventually, poor vehicles may lead to increased turnover, especially at the officer position.

Recommendation 6: Evaluate Compensation Philosophy

BRPD should evaluate the Department's compensation philosophy for the future. If the BRPD would like to attract and retain high-performing officers, then compensation will become a central issue for consideration. Compensation studies provide the framework and information for market competitors, but do not provide compensation philosophy solutions. This must be evaluated by the Department and the City-Parish to determine the best course of action for the future. Some law enforcement agencies mentioned within this report have significantly higher levels of compensation, not because the market dictated it, but because they consciously chose to lead the market to attract and retain high-performing individuals.

Recommendation 7: Implement Processes for Monitoring Causes of Turnover

BRPD should monitor turnover regularly and conduct exit interviews which include compensation and benefits questions to detect if turnover is caused by real or perceived compensation and/or benefits inequities. Regularly monitoring and reviewing this data will enhance BRPD's ability to detect areas of concern early and resolve them before they become large-scale issues.

APPENDIX A

Summary of Police Hours and MPERS Related Benefits Received

BATON ROUGE POLICE DEPARTMENT
SWORN POLICE OFFICERS
2017 SUMMARY OF HOURS EMPLOYED FROM 12/24/2016-12/22/2017

CODE	CODE DESCRIPTION	VALUE	HOURS WORKED	2017 AMOUNT PAID	% OF TOTAL	MPERS ELIGIBLE	BASE PAY	OTHER BASE PAY	SEVERANCE PAY	OVERTIME	TOTAL	MPERS BRPD BONUS
2A	Shift Differential	0.75	23,143.25	17,357.57	0.04%	17,357.57		17,357.57			17,357.57	
AD	Adjustments		-	346.50	0.00%	346.50		346.50			346.50	
AH	Adj for Hazardous Duty		-	913.90	0.00%	913.90		913.90			913.90	
AL	Authorized Leave w/Pay		7,507.00	152,903.09	0.31%	152,903.09	152,903.09				152,903.09	
AN	Vacation Leave Payoff		6,865.89	227,054.25	0.46%				227,054.25		227,054.25	
AO	Adj 1/2 Time Overtime		-	-	0.00%	-				-	-	
AP	Authorized Leave w/Pay Scheduled		5,536.24	-	0.00%		-				-	
AS	Adj Spec/Sub Assignments		-	12,186.71	0.02%	12,186.71		12,186.71			12,186.71	
AV	Aviation Pay	230.77	-	28,846.25	0.06%			28,846.25			28,846.25	
BD	Birthday Holiday		-	-	0.00%		-				-	
C1	Car Allowance - \$400		-	-	0.00%			-			-	
C3	Car Allowance - \$800		-	-	0.00%			-			-	
CA	Court Appearance OT	1.50	506.50	18,980.39	0.04%	18,980.39				18,980.39	18,980.39	18,980.39
CE	Comp Time Earned		35,831.13	-	0.00%					-	-	
CH	Comp Time Earned - Holiday	1.50	106.25	-	0.00%					-	-	
CI	Comp Time Payoff		5,387.38	165,597.96	0.34%				165,597.96		165,597.96	
CL	Civil Leave		145.00	-	0.00%			-			-	
CO	Court Appearance Holiday	2.50	126.00	8,599.11	0.02%	8,599.11				8,599.11	8,599.11	8,599.11
CP	Commander Pay	1.00	-	32,389.50	0.07%	32,389.50		32,389.50			32,389.50	
CS	Comp Time Straight Time	1.00	42.00	-	0.00%					-	-	
CT	Comp Time Taken		29,057.57	-	0.00%					-	-	
CW	Workers Comp Comp Leave		-	-	0.00%			-			-	
D2	Shift Differential/12 Hrs 5-7	1.00	-	-	0.00%	-		-			-	
D3	Overtime Shift D2	1.50	-	-	0.00%	-				-	-	
DS	Drop Severance Pay		-	39,405.57	0.08%				39,405.57		39,405.57	
E1	Educational Allowance 80 Hrs or More	28.85	-	51,705.42	0.10%	51,705.42		51,705.42			51,705.42	
E2	Educational Allowance College Degree	76.93	-	351,273.86	0.71%	351,273.86		351,273.86			351,273.86	
E4	Educational Allowance Fire Assoc Degree	57.69	-	-	0.00%	-		-			-	
E5	Educational Allowance College Degree	57.69	-	-	0.00%	-		-			-	
E6	Educational Allowance Post Bachelor Degree	96.15	-	61,523.97	0.12%	61,523.97		61,523.97			61,523.97	
EH	Entomologist Hazard Pay	2.15	-	-	0.00%	-		-			-	
EL	Engineering License		-	-	0.00%	-		-			-	
ER	Emergency Pay	1.00	-	-	0.00%	-		-			-	
FD	Federal Disaster - Emerg OT	1.50	-	-	0.00%	-				-	-	
FE	Federal Disaster - Emerg OT	1.50	1,569.81	64,728.94	0.13%	64,728.94				64,728.94	64,728.94	
FL	Funeral Leave		2,230.00	-	0.00%	-				-	-	
FT	Field Training Officer Pay	2.00	30,544.00	61,088.00	0.12%	61,088.00		61,088.00			61,088.00	
GB	Federal Disaster - Emerg OT	1.50	-	-	0.00%	-				-	-	
GH	Federal Disaster - Emerg OT	2.50	-	-	0.00%	-				-	-	
GM	Federal Disaster - Emerg OT	1.50	-	-	0.00%	-				-	-	
GO	Federal Disaster - Emerg OT	1.50	-	-	0.00%	-				-	-	
HO	Holiday Pay	2.50	1,163.50	83,068.07	0.17%	83,068.07				83,068.07	83,068.07	83,068.07
LG	Longevity		-	-	0.00%	-		-			-	
LP	PTO Leave Used		-	-	0.00%			-			-	

BATON ROUGE POLICE DEPARTMENT
SWORN POLICE OFFICERS
2017 SUMMARY OF HOURS EMPLOYED FROM 12/24/2016-12/22/2017

CODE	CODE DESCRIPTION	VALUE	HOURS WORKED	2017	% OF TOTAL	MPERS ELIGIBLE	BASE PAY	OTHER BASE PAY	SEVERANCE PAY	OVERTIME	TOTAL	MPERS BRPD BONUS
				AMOUNT PAID								
MA	Meal Allowance	35.00	-	-	0.00%			-			-	
ML	Military Leave		5,184.00	-	0.00%			-			-	
NF	Nopay W/C Fire & Police		8,320.00	-	0.00%		-				-	
NP	Unauthorized Leave Without Pay		1,717.11	-	0.00%		-				-	
NS	Nopay Hours -Scheduled		9,067.28	-	0.00%		-				-	
NW	Nopay Hours - Worker's Comp		-	-	0.00%		-				-	
OH	Overtime on Holiday	1.50	-	-	0.00%	-				-	-	
OS	Overtime Straight Time	1.00	1,724.24	36,721.48	0.07%	36,721.48				36,721.48	36,721.48	36,721.48
OT	Overtime	1.50	30,428.17	1,203,536.76	2.44%	1,203,536.76				1,203,536.76	1,203,536.76	1,203,536.76
P2	Shift Differential 2nd Shift	0.50	306,819.75	153,409.89	0.31%	153,409.89		153,409.89			153,409.89	
P3	Shift Differential 3rd Shift	1.00	256,269.25	256,269.25	0.52%	256,269.25		256,269.25			256,269.25	
PH	Prison Assignment Pay - Health Daily Rate	46.16	-	-	0.00%			-			-	
PL	Police Low Profile Dress	400.00	229.00	91,600.00	0.19%			91,600.00			91,600.00	
PS	Police Suit Allowance	500.00	57.00	28,500.00	0.06%			28,500.00			28,500.00	
PT	Pro-Tem Pay	692.31	-	-	0.00%			-			-	
R2	Regular Shift 2	0.75	-	-	0.00%	-		-			-	
R3	Regular Shift 3	1.25	-	-	0.00%	-		-			-	
R4	Overtime Shift R2	1.13	-	-	0.00%	-				-	-	
R5	Overtime Shift R3	1.88	-	-	0.00%	-				-	-	
RA	Regular Hour Adjustment		(24.00)	(410.37)	0.00%	(410.37)	(410.37)				(410.37)	
RG	Regular Pay		1,494,122.01	34,745,190.93	70.40%	34,745,190.93	34,745,190.93				34,745,190.93	
S2	State 2% Longevity		-	-	0.00%			-			-	
SD	Constable Security Detail	1.50	-	-	0.00%					-	-	
SE	Special Event Overtime	1.50	16,465.51	757,611.96	1.54%	757,611.96				757,611.96	757,611.96	757,611.96
SI	Sick Leave Payoff		8,526.20	308,064.73	0.62%				308,064.73		308,064.73	
SL	Sick Leave Taken		65,216.45	-	0.00%			-			-	
SN	State Supplemental Pay Neg		-	(3,744,474.02)	-7.59%			(3,744,474.02)			(3,744,474.02)	
SP	Severance Pay Off for MFP		-	-	0.00%				-		-	
SR	Special Response Team	92.31	-	105,325.73	0.21%	105,325.73		105,325.73			105,325.73	
SS	State Supplemental Pay		-	3,744,474.02	7.59%	3,744,474.02		3,744,474.02			3,744,474.02	
SW	Workers Comp Sick Leave		-	-	0.00%		-	-			-	
TC	Transfer Compensation Pay	15.00	-	-	0.00%			-			-	
TS	Sick Leave Traded into Drop		12,093.98	-	0.00%				-		-	
TV	Vacation Traded into Drop		925.93	-	0.00%				-		-	
VA	Vacation Taken		108,004.69	-	0.00%				-		-	
VN	Vehicle Usage Negative		-	-	0.00%			-			-	
VU	Vehicle Usage Positive	3.00	-	-	0.00%			-			-	
VW	Worker's Comp Vacation Leave		-	-	0.00%		-				-	
WC	Worker's Compensation		-	118,045.50	0.24%	118,045.50	118,045.50				118,045.50	
WL	Worker's Compensation-Long Term		-	-	0.00%	-	-				-	
WS	W/C Supplement		-	81,346.46	0.16%	81,346.46	81,346.46				81,346.46	
XA	Police OT - DWI	1.50	2,014.25	90,720.82	0.18%					90,720.82	90,720.82	
XB	Police OT - Traffic Homicide	1.50	9,026.00	384,523.63	0.78%	384,523.63				384,523.63	384,523.63	384,523.63
XD	Police OT - JUDE	1.50	-	-	0.00%					-	-	
XF	Police OT - SIP	1.50	8,567.83	354,738.25	0.72%					354,738.25	354,738.25	

BATON ROUGE POLICE DEPARTMENT
SWORN POLICE OFFICERS
2017 SUMMARY OF HOURS EMPLOYED FROM 12/24/2016-12/22/2017

CODE	CODE DESCRIPTION	VALUE	HOURS WORKED	2017 AMOUNT PAID	% OF TOTAL	MPERS ELIGIBLE	BASE PAY	OTHER BASE PAY	SEVERANCE PAY	OVERTIME	TOTAL	MPERS BRPD BONUS
XI	Police OT - MANPOWER	1.50	7,611.67	300,954.04	0.61%					300,954.04	300,954.04	
XJ	Police OT - Evidence	1.50	703.50	34,784.21	0.07%	34,784.21				34,784.21	34,784.21	34,784.21
XK	Police OT - Football Games	1.50	679.50	29,222.97	0.06%	29,222.97				29,222.97	29,222.97	29,222.97
XL	Police OT - Special Event	1.50	24,714.65	998,456.14	2.02%	998,456.14				998,456.14	998,456.14	998,456.14
XM	Police OT - Other	1.50	4,216.46	194,266.37	0.39%	194,266.37				194,266.37	194,266.37	194,266.37
XN	Police OT - City Court	1.50	2,208.75	97,259.04	0.20%	97,259.04				97,259.04	97,259.04	97,259.04
XO	Police OT - District Court	1.50	2,878.50	117,568.07	0.24%	117,568.07				117,568.07	117,568.07	117,568.07
XT	Police OT - Holiday 1.5	1.50	52,082.50	2,088,663.25	4.23%	2,088,663.25				2,088,663.25	2,088,663.25	2,088,663.25
XU	Police OT - HIDTA	1.50	5,699.00	226,467.55	0.46%					226,467.55	226,467.55	
XV	Police OT - LSU	1.50	8,854.49	403,298.44	0.82%	403,298.44				403,298.44	403,298.44	403,298.44
XW	Police OT - Contract	1.50	1,275.49	52,206.44	0.11%					52,206.44	52,206.44	
XX	Police OT -	1.50	3,091.00	138,946.91	0.28%					138,946.91	138,946.91	
XY	Police OT - Armed Robbery	1.50	56.00	2,210.47	0.00%					2,210.47	2,210.47	
XZ	Police OT - Street Operations	1.50	3,338.50	132,169.54	0.27%					132,169.54	132,169.54	
YC	Police OT - Stakeouts	1.50	203.00	9,163.65	0.02%					9,163.65	9,163.65	
YH	Police OT-Targeted Violent	1.50	629.00	25,995.22	0.05%					25,995.22	25,995.22	
YJ	Police OT-LA Highway Safety Commission	1.50	15,224.00	660,952.66	1.34%					660,952.66	660,952.66	
Z1	Police OT-Court Appearance	1.00	2.00	36.20	0.00%	36.20				36.20	36.20	36.20
Z2	Police OT-LA Highway Safety Commission	1.00	9.00	159.83	0.00%					159.83	159.83	
Z3	Police OT-Operation Clean Sweep	1.00	-	-	0.00%					-	-	
Z4	Police OT - Street Operations	1.00	21.00	519.86	0.00%					519.86	519.86	
Z5	Police OT - JUDE	1.00	-	-	0.00%					-	-	
ZA	Police OT - DWI	1.00	-	-	0.00%					-	-	
ZB	Police OT - Traffic Homicide	1.00	25.00	471.95	0.00%	471.95				471.95	471.95	471.95
ZC	Police OT - Stakeouts	1.00	-	-	0.00%					-	-	
ZE	Police OT - Special Event	1.00	23.00	623.73	0.00%	623.73				623.73	623.73	623.73
ZF	Police OT - SIP	1.00	-	-	0.00%					-	-	
ZG	Police OT-Youth Gun Violence	1.00	-	-	0.00%					-	-	
ZH	Police OT-Targeted Violent	1.00	-	-	0.00%					-	-	
ZI	Police OT - MANPOWER	1.00	9.00	159.83	0.00%					159.83	159.83	
ZJ	Police OT - Evidence	1.00	-	-	0.00%	-				-	-	
ZK	Police OT-Cold Case	1.00	-	-	0.00%					-	-	
ZL	Police OT-Special	1.00	-	-	0.00%	-				-	-	
ZM	Police OT-Other	1.00	12.00	332.87	0.00%	332.87				332.87	332.87	332.87
ZN	Police OT - City Court	1.00	-	-	0.00%	-				-	-	
ZO	Police OT - District Court	1.00	-	-	0.00%	-				-	-	
ZU	Police OT - HIDTA	1.00	-	-	0.00%					-	-	
ZW	Police OT - Contract	1.00	7.00	144.81	0.00%					144.81	144.81	
ZX	Police OT - Misc	1.00	5.00	103.44	0.00%					103.44	103.44	
ZY	Police OT - Armed Robbery	1.00	-	-	0.00%					-	-	
	Adjust for State Supplemental Pay			3,744,474.02	7.59%			3,744,474.02			3,744,474.02	
GRAND TOTAL			2,628,095.18	49,352,775.59	100.00%	46,468,093.51	35,097,075.61	4,997,210.57	740,122.51	8,518,366.90	49,352,775.59	6,458,024.64

% OF WAGES IN MPERS

94.15%

**BATON ROUGE POLICE DEPARTMENT
SWORN POLICE OFFICERS
2017 SUMMARY OF HOURS EMPLOYED FROM 12/24/2016-12/22/2017**

[illegible]

APPENDIX B

Study Update Presentation to Baton Rouge Metropolitan Council on December 12, 2018



BATON ROUGE POLICE DEPARTMENT

Compensation Study
December 12, 2018

SSA CONSULTANTS

Peer Groups

- New Orleans Police Department*
- Louisiana State Police*
- Gonzales Police Department*
- East Baton Rouge Sheriff's Office*
- St. Tammany Sheriff's Office
- Louisiana State University Police Department
- Knoxville Police Department
- Corpus Christi Police Department
- Irving Police Department
- Arlington Police Department

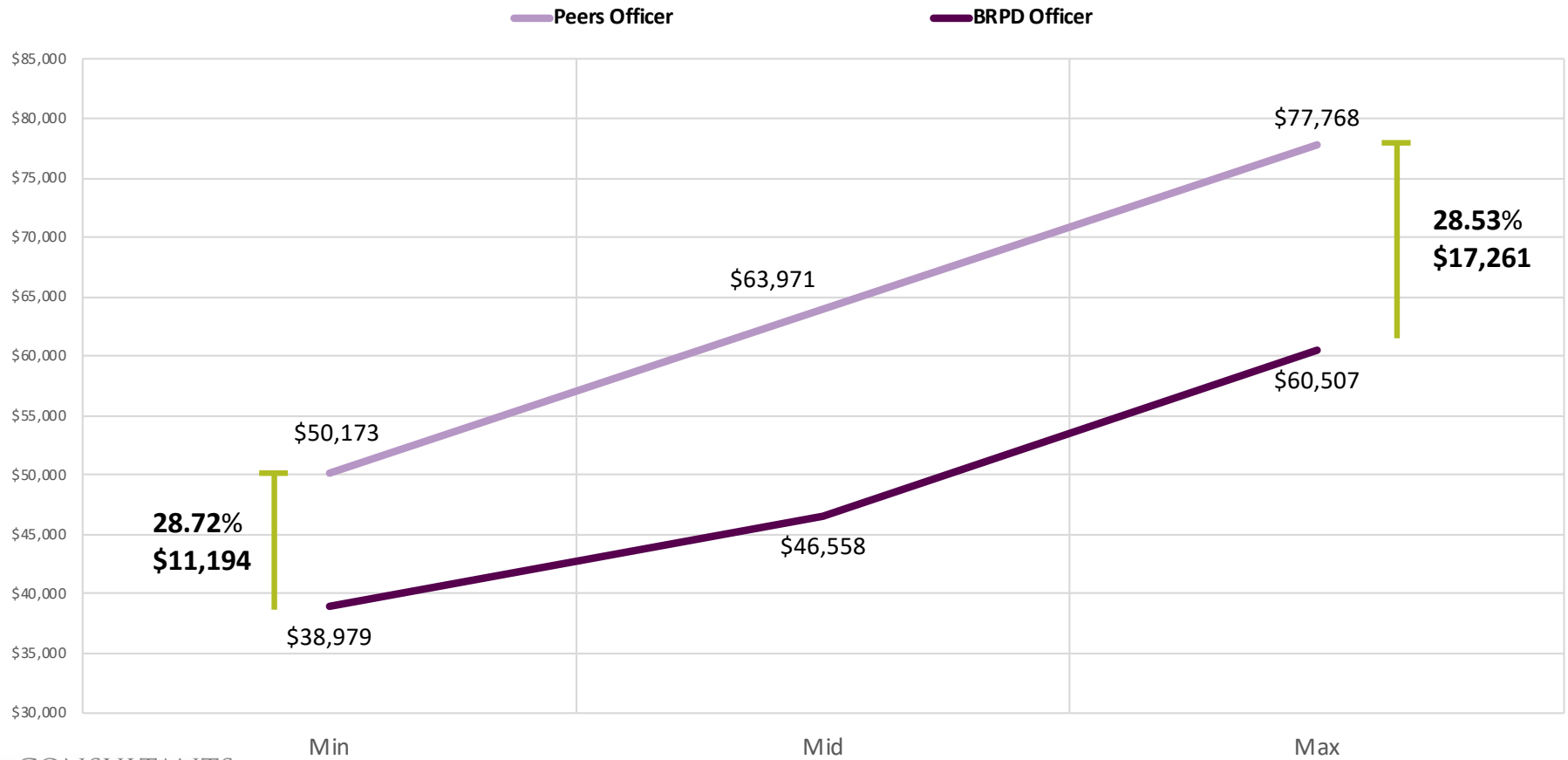
BRPD Turnover Analysis: 2012 – 2018

Year	Resignations	Retirement	Terminations	Total Turnover
2012	1.4%	2.1%	0.2%	3.8%
2013	2.9%	3.5%	0.2%	6.7 %
2014	2.6%	2.3%	0.2%	5.3%
2015	3.9%	3.8%	0.2%	8.0%
2016	4.5%	2.9%	0.2%	7.7%
2017	2.5%	3.9%	0.1%	6.5%
2018*	3.8%	2.6%	0.4%	6.8%

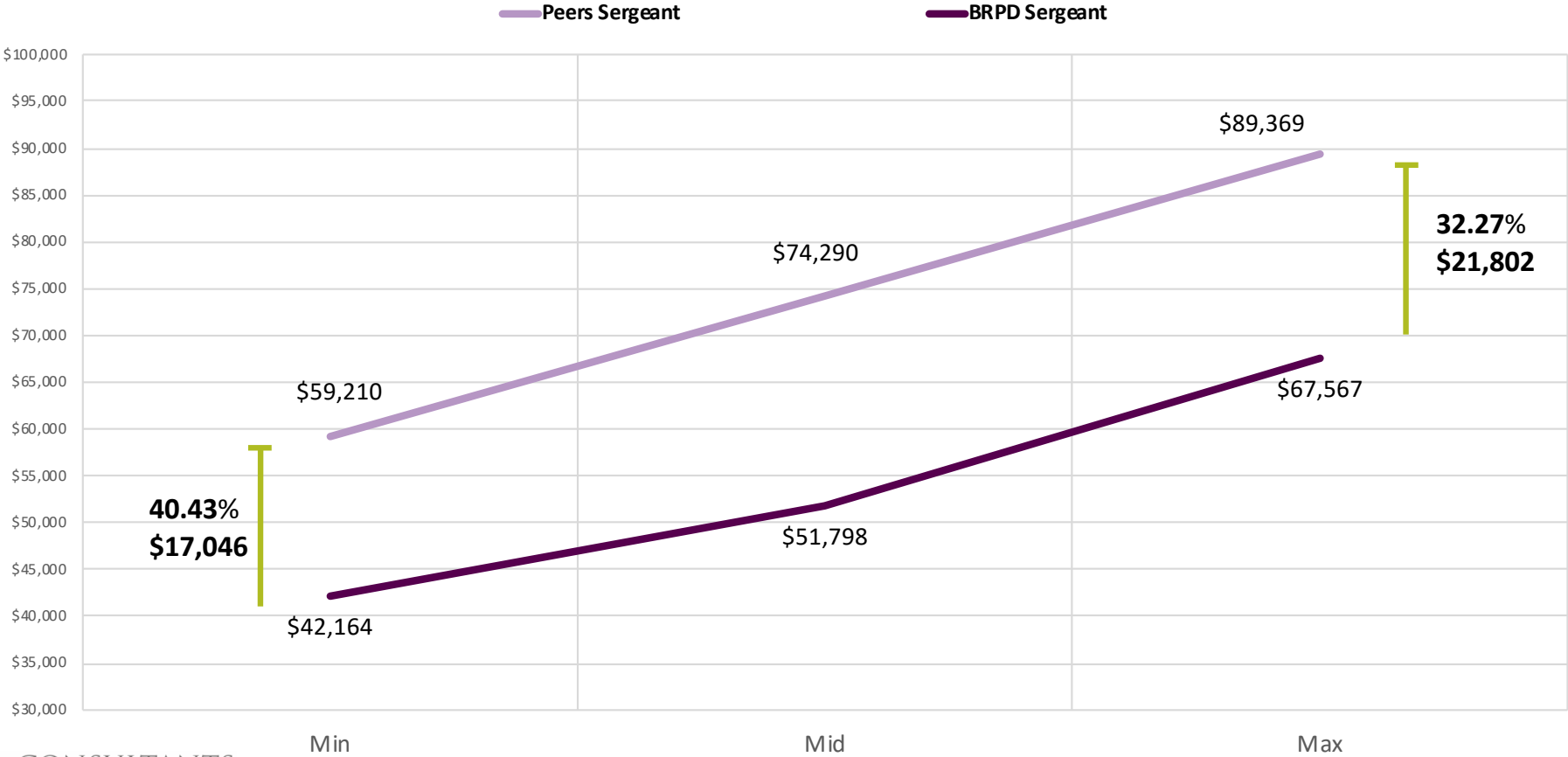
*through November 30, 2018

BRPD & Peer Officer Salary – After One Year

4

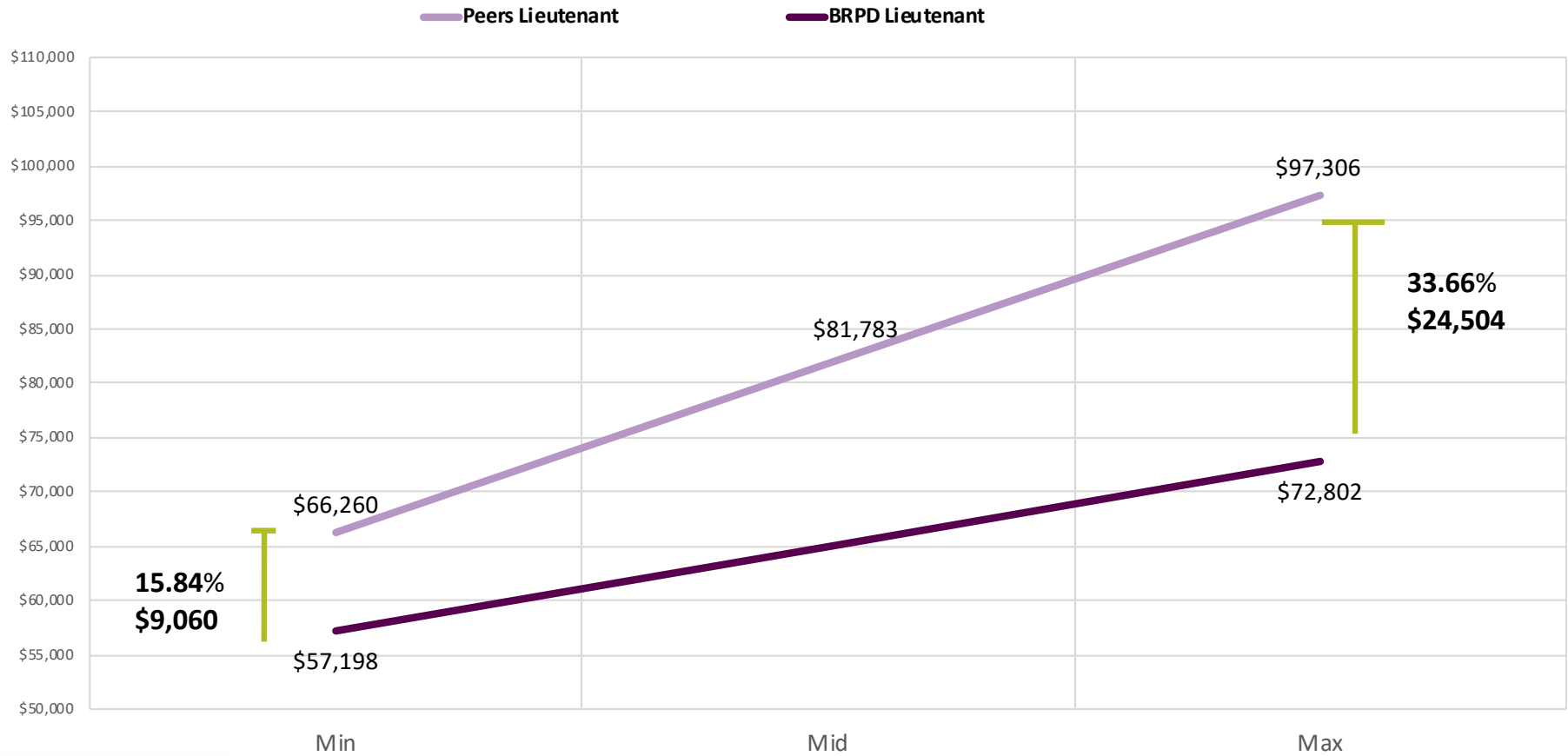


BRPD & Peer Sergeant Salary



BRPD & Peer Lieutenant Salary

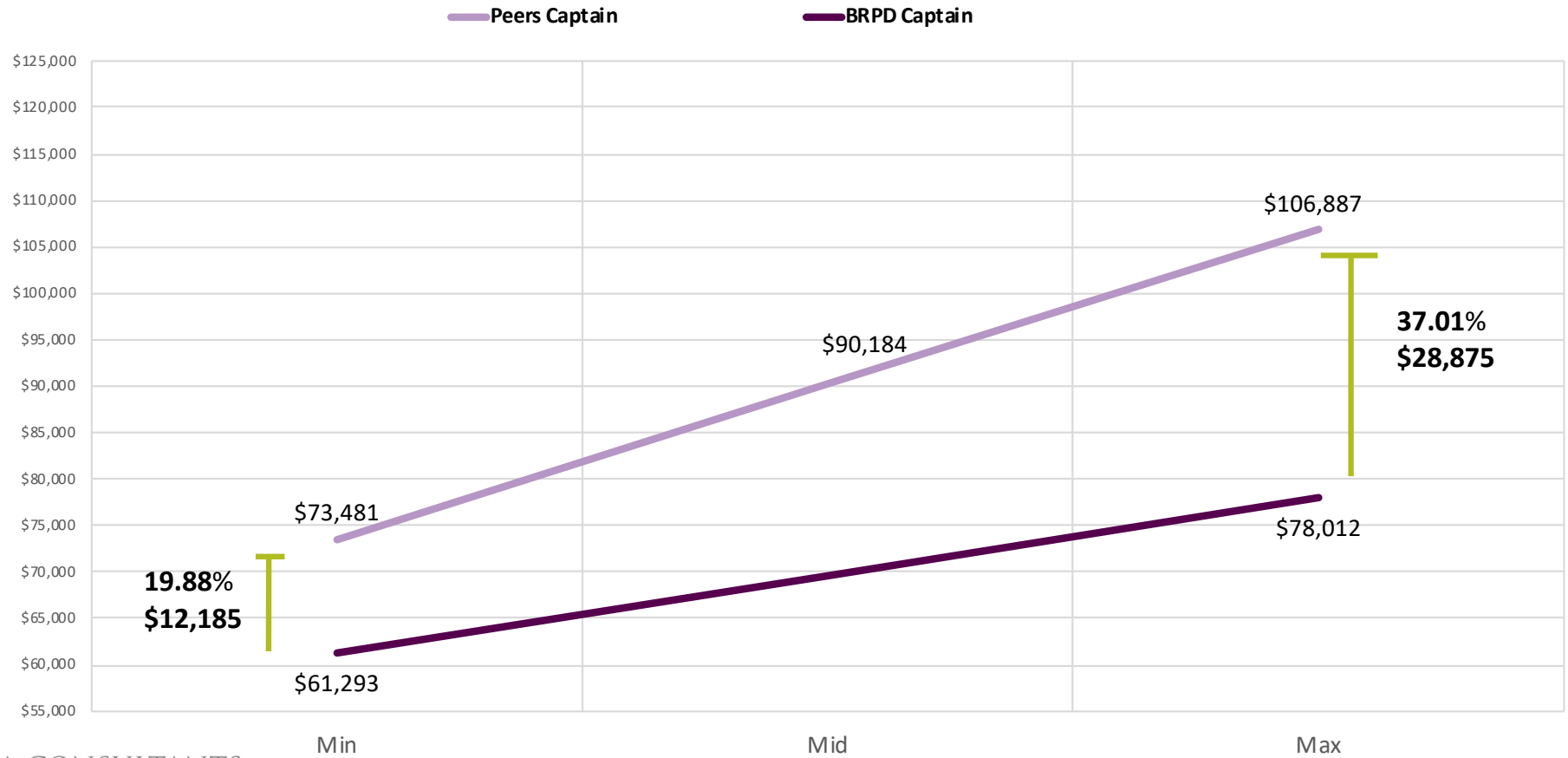
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BRPD & Peer Captain Salary

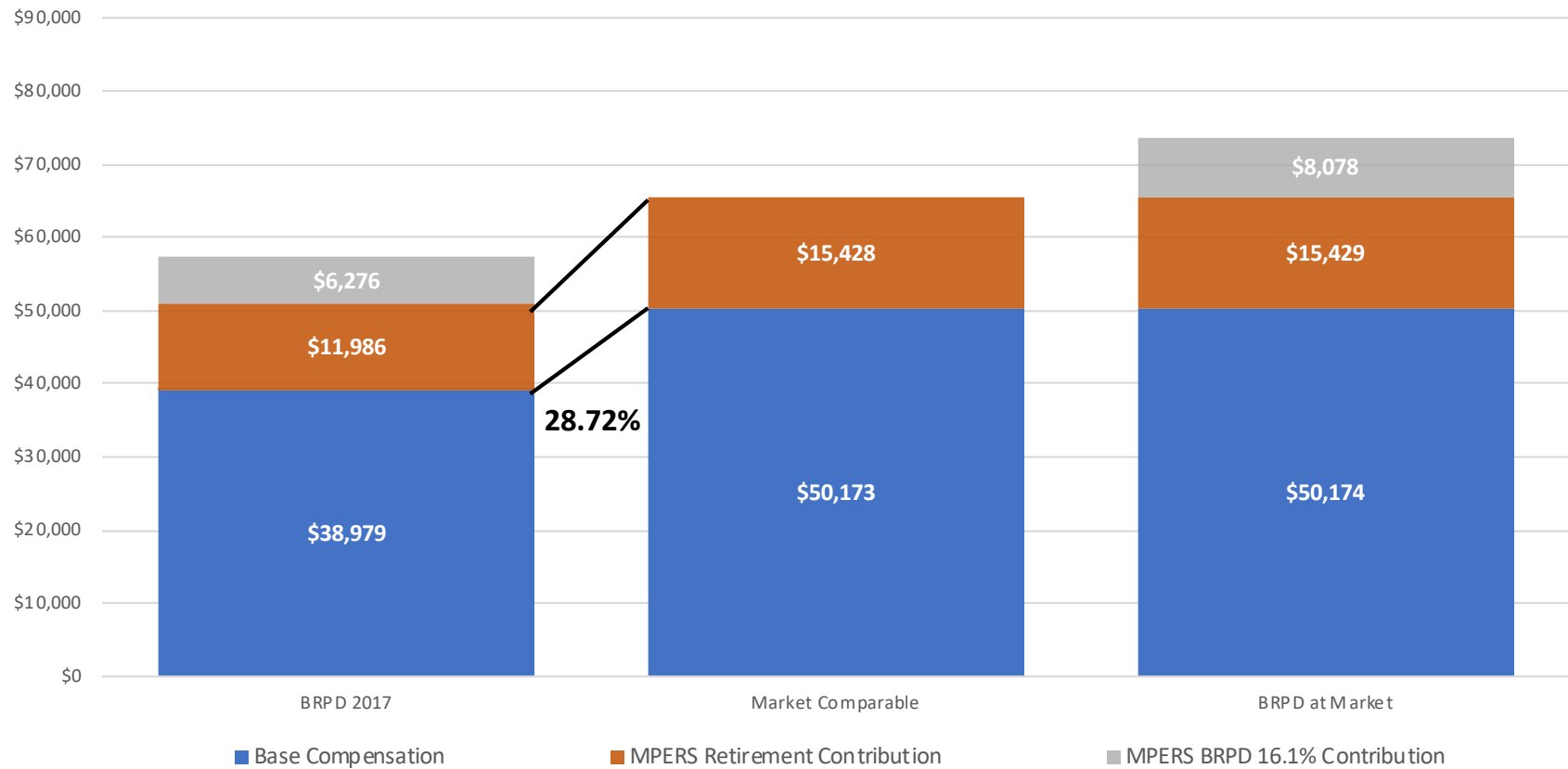
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SSA CONSULTANTS

BRPD Comparative Compensation Elements – Officer*

8



BRPD Overtime Hours Analysis – 2017

9

Total Hours Worked – 2017	Percent of Officers
1-550	87.3%
551-1100	10.7%
1101-1550	1.2%
1551-2050	0.5%
>2051	0.2%

BRPD Extra Duty Hours Analysis – 2017

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Total Hours Worked – 2017	Percent of Officers
1-500	62.6%
501-1000	28.1%
1001-2000	8.8%
>2000	0.6%

Cost Considerations for BRPD at Market

11

Cost Considerations	
Current Total Payroll Costs	\$49,352,775.59
Potential Total Payroll Costs	\$63,939,960.58
Salary Increases	\$14,587,184.99
Total Increase Including Additional Compensation Costs (Excluding PGT)	\$21,421,281.15